



**Meeting of the Board of Trustees**  
**Day one of a two-day meeting & retreat**  
November 7, 2022

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**Trustees Attending:**

Allyson Brooks  
Shane Everbeck  
Karen Fraser  
Fred Goldberg  
Miguel Pérez-Gibson  
Kris Peters  
Ed Zuckerman

**Staff & Faculty  
Presenting:**

Lori Blewett, Academic Dean  
Kara Briggs, Interim Vice President for Tribal Relations, Arts, and Cultures  
Kelly Bush, Co-Director for the Sustainability in Prisons Project  
John Carmichael, President  
Erik Gimness, Director of Institutional Research & Decision Support  
Dexter Gordon, Executive Vice President  
Susan Harris, Executive Associate to the President and Secretary to the Board of Trustees  
Farra Layne Hayes, Associate Vice President for Marketing and Communications  
James Jackson, Re-Entry Navigator Support  
Holly Joseph, Dean of Students  
Abby Kelso, Vice President for Advancement and Executive Director of the College Foundation  
David McAvity, Interim Provost and Vice President for Academic Affairs  
John McLain, Associate Vice President for Strategic Initiatives, Grants, and Foundation Relations  
Therese Saliba, Interim Associate Vice President for Inclusive Excellence and Student Success  
Nora Selander, Director of Government Relations  
Eirik Steinhoff, Member of the Faculty  
William Ward, Interim Chief Administrative Officer  
Anthony Zaragoza, Member of the Faculty

**Others Presenting:**

Clarissa Dirks, Faculty Representative to the Board of Trustees  
Sharon English, Assistant Attorney General  
Susan Keefe, Staff Representative to the Board of Trustees  
Trygve Vandal, Student Representative to the Board of Trustees

Chair Karen Fraser called the meeting to order at 1:00 p.m. and Secretary Ed Zuckerman confirmed a quorum. The meeting was held at The Evergreen State College, 2700 Evergreen Parkway NW, Evans Hall L3201, in Olympia, Washington. A remote Zoom option was available. All Trustees participated in person.

### **Chair's opening remarks**

Chair Karen Fraser introduced the new Student Trustee, Shane Everbeck, and welcomed them to the Board. Chair Fraser shared that since the last meeting she has attended numerous events on Evergreen's campus and reflected on how much she appreciated each of these events and the impact Evergreen was having on the community.

### **Executive Leadership report**

President John Carmichael reported that since they last met the college held Return to Evergreen, inducted new persons into the Athletics Hall of Fame, held the House of Welcome community dinner, hosted multiple community events on the Tacoma campus, hosted delegates from Finland visiting the Changemaker Lab, and much more. He gave an overview of the day's meeting agenda, then reminded everyone that tomorrow is Election Day and that as a public institution the college is at the heart of civil society and encouraged everyone to get out and vote.

Executive Vice President Dexter Gordon provided a few opening remarks to frame some of the discussions that would take place that afternoon. He stated that growing Evergreen's enrollment remains their top priority. This requires ongoing recruitment and retention success. Executive Vice President Gordon explained that much of their initial retention focus will be on new first year students. He briefly recapped the last meeting wherein they were happy to report a 17% growth in first year and transfer students, stating this was thanks to the work of a dedicated team of staff and faculty. Executive Vice President Gordon stressed that the college is doubling down on recruitment strategies, exploring new strategies, and focusing more on retention efforts.

### **Approval of meeting minutes**

Proposed action item: motion to approve meeting minutes for October 14, 2022

**Motion** Trustee Allyson Brooks moved to approve the meeting minutes for October 14, 2022, as written. The motion was seconded by Trustee Fred Goldberg and passed on a voice vote.  
**2022-30**

### **Public comment**

Chair Karen Fraser called for public comment. Executive Associate to the President and Secretary to the Board of Trustees Susan Harris announced that there was no public comment for the meeting.

### **Student Trustee report**

Trustee Shane Everbeck provided a brief report that they have noticed campus is more vibrant and alive and is heartened to hear that enrollment numbers are up. Trustee Everbeck came to Evergreen after being a student at the University of Washington, largely in part because of the interdisciplinary way of doing things at Evergreen and the benefits of the Changemaker Lab.

### **Representative reports**

Faculty Representative Clarissa Dirks spoke on the 2022 Evergreen Faculty Recruitment and Outreach Activities and shared a written report with more details. She reminded the Board of the efforts led by Members of the Faculty Nancy Koppelman and Brad Proctor throughout the school year and summer, detailing that approximately 1600 students were contacted during this time by faculty and that these efforts will be ongoing.

Secretary to the Board of Trustees Ed Zuckerman recommended that the Board draft a letter of commendation for the efforts the faculty has undertaken to grow enrollment, Chair Karen Fraser concurred.

Staff Representative Susan Keefe introduced herself and gave an overview of her work responsibilities at the college over the past 21 years. She noted that two of her children are alumni of the college. Student Representative Trygve Vandal expressed his appreciation to President Carmichael and Executive Vice President Gordon for meeting with students on a regular basis during their public lunch hour on Wednesdays and stated that providing this access is important. Representative Vandal hopes that other leaders follow this path. He shared that a next logical step is to work with students to engage in governance. Representative Vandal shared that there is a desire for more efforts to be taken by some departments to have more timely responses, especially for first-year students. As well, he suggested that students would like to have more input into academic programs offered and it could be a strong opportunity for collaboration between the faculty and students.

### **Board of Trustee Meeting Schedule**

**Motion** Secretary Ed Zuckerman moved to adopt the Trustees meeting schedule for calendar year 2022-31  
**2022-31** year 2023: January 13, March 24, May 12, June 15, September 8, and November 29 & 30. The motion was seconded by Vice Chair Miguel Pérez-Gibson and passed on a voice vote.

### **Update on Strategic Plan: Student academic success and support (Goal 1)**

#### *Student Achievement and Success Committee*

Vice Chair Pérez-Gibson prefaced the agenda item by framing the reports around four basic foundational pieces that will be serving as the touchstone to monitor success of the college's retention efforts: holistic advising, leverage technology, building a culture across campus, and career connected learning.

#### *Retention*

Director Erik Gimness shared a PowerPoint presentation with an overview and details on retention. Overall the trend has been fairly stable. He stated that groups are at or near parity across the board. Director Gimness iterated that one of the key takeaways is that the data underscores the importance of support for students such as financial aid and student services for those below poverty and with the most hardship. He ended his presentation by summarizing that while the pandemic had an effect on retention rates, the effect was small, and the rates remain stable. He affirmed that overall the data is optimistic.

#### *Title III*

Therese Saliba, Interim Associate Vice President for Inclusive Excellence and Student Success, began by explaining that the Title III Grant will be a proactive model for student engagement, retention, and success. The grant is for what will be called Holistic Advising Coordinated Services and Technologies with Community and Career Connected Hiring Practices. The four elements of the grant are to address students' needs through holistic advising and wrap around services; to leverage technology and student support services to build a culture of holistic advising through coordinated systems; faculty and staff professional development and diversity, equity and inclusion (DEI) trainings; and to expand and strengthen community and career connected learning.

John McLain, Associate Vice President for Strategic Initiatives, Grants, and Foundation Relations followed Therese's introduction of the grant by explaining how it will be implemented. He clarified that from the research done and students surveyed, the literature states that currently students do not know where to go for support or what resources are available. To address this, the team will first develop a one-stop center staffed by a couple of people. Students will be able to go to the center and get their questions answered, and if not, be directed to the right place. The check-in system for this will be shortened by using a new tablet kiosk system wherein students will be keying in beforehand, reducing the amount of time it takes for the staff to catch up on their queries. There will also be a student record of all interactions the student has had with staff using this system, that way the college will have a record of how many places a student has gone, who they have interacted with, and thus use this data to identify gaps and problem areas to address.

#### *Inclusive Excellence and Student Success update*

Therese Saliba, Interim Associate Vice President for Inclusive Excellence and Student Success, stated that the focus of IESS and Student Affairs is on belonging, equity, and community connection. Citing a recent Higher Ed article titled *Do I belong here?*, she stated that thriving begins with a sense of belonging, connectedness, being cared about, accepted, respected, and having social support. One of IESS' initiatives this year is the Social Justice Center (SJC), described as a place of learning, a place to grow, where Greeners can be creative and share ideas. The center has been open for about a year now and has become an invaluable community resource. Therese noted that the first workshop, Engagement, Deliberation, and Belonging facilitated by Associate Dean of Climate and Belonging, Dr. Leticia Nieto, was being held that afternoon. Associate Vice President Saliba then touched on the depleted funds from the CARES Act, which were a great source of support for students. She briefly went over basic needs resources available, as well as TRiO student success and disability support. Associate Vice President Saliba ended by reminding the Board that the Latinx Youth summit was coming up and urged everyone to attend.

Holly Joseph, Dean of Students, shared that Student Affairs has resumed Friday night game nights; held a contra dancing event on Red Square; noted the return of campus children's Bubble Blow; added family potlucks to the Children's Center; and lastly, Dean Joseph shared images from the campus Block Party held to kick off the school year. She highlighted some accomplishments from the Student Affairs office, such as the Washington State Public Interest Research Group (WashPIRG) registering over one hundred students to vote, placing Evergreen as the highest-ranking institution with regard to the percentage of newly registered students in over thirty participating institutions undertaking voter registration efforts on campuses across the country. Dean Joseph then pivoted the report to residence and dining halls where Resident Assistants have been integral in engaging with apartment mates and developing living agreements. She wrapped things up with a brief overview of the Recreation and Athletics Program, informing the Board they have implemented a new preorientation program focused on new student athletes. With this program they are hoping to increase student retention among student athletes.

#### *Professional and Continuing Education*

Lori Blewett, Academic Dean, gave a brief summary of Professional and Continuing Education progress after its successful launch in the fall. She explained that they have been working with daytime faculty that have agreed to move into Professional and Continuing Education for the 23-24 academic year. Professional and Continuing Education has also been reaching out to partners in surrounding communities who might have internship opportunities or ideas about what should be included in certificates to meet workforce requirements/needs. Dean Blewett updated the Board that they are moving forward in partnership with Thurston County Chamber of Commerce in developing a supervisor

certificate. Other items include working on getting certificates listed on Career Bridge - a statewide database of educational training programs. She stated that the long-term, bigger goal involving more than just Professional and Continuing Education would be following up on Washington's career launch programs, which would be a way to offer paid internships to students.

Interim Provost and Vice President for Academic Affairs, David McAvity, ended the report by sharing Professional and Continuing Education enrollment data. He explained that Professional and Continuing Education had a projected initial enrollment goal of 105 FTEs and were able to reach 103 FTEs. Provost McAvity briefly went over detailed percentages of which students were non-degree seeking, which were new students, and which were continuing. He noted that the majority of Professional and Continuing Education students were enrolled in Evergreen last year and pursuing a degree. Provost McAvity concluded that based on the numbers the college can see Professional and Continuing Education is appealing to students who want to complement their full-time course load, as well as students who want to only study part time.

### *Prison Education*

Anthony Zaragoza, Member of the Faculty, introduced the co-leadership team heading the Prison Education Project which includes himself; Kelli Bush, Co-Director for the Sustainability in Prisons Project; Eirik Steinhoff, Member of the Faculty; and James Jackson, Re-Entry Navigator Support. Faculty member Zaragoza also mentioned integral staff working on the project such as Amy Betz, John McLain, Emily Passarelli, Ellen Shortt Sanchez, Tyrus Smith, and Talib Williams, and contextualized the program by stating that historically the team is building on the work of Carol Minugh and Gilda Sheppard. He emphasized that their team has been working on this for a long time and that the legislative proviso that Evergreen has received is the result of decades of work. Anthony stated that their vision is centered around multidimensional holistic education. The goal is to build an education model that takes into consideration the whole student.

Faculty Member Zaragoza then handed off the presentation to co-leader Eirik Steinhoff, who explained that whereas the legislative proviso uses the language of "corrections education," their team has instead chosen to use the alternate and intentional diction of "prison education." From this language evolved the programs title: Prison Education Project. Eirik stated the importance of human centered language, which involves steering clear from words such as "convicts," "felons," and "offenders." Human centered language replaces the use of such terms with "incarcerated individuals/students," or "formerly incarcerated students/individuals". This is in response to invitations from incarcerated and formerly incarcerated contemporaries. Faculty member Steinhoff went on to describe the long-term vision of the project wherein they are planning to offer the full spectrum of an education to not only include hands on experiential learning, but also peer-led learning, lectures, labs, seminars, workshops, and exams.

Co-Director Bush stated that while they face a lot of challenges in this work, there is also a lot of opportunity. The project's goal is to have a dual emphasis: to provide education while supporting the whole student. The team is focused right now on a lot of relationship building. She explained that there are many partners and stakeholders involved that they must collaborate with and that Evergreen is in a unique position, as with both campuses in Olympia and Tacoma, the college is within an hour drive of 6 different correction facilities. Through the Sustainability in Prisons Project (SPP), Gateways, Reentry scholars, and faculty relationships, the team already has established connections in each of the prisons, the leadership within the facilities, the DoC headquarters, and with the community colleges doing this work. She detailed the challenges related to COVID and the staffing shortages experienced in the DoC as the greatest limitations in providing access to incarcerated students. However, even with these barriers,

Evergreen remains in a great position because of the relationships built over decades, and because of recent legislation that opens up the prison education landscape.

**Update on Strategic Plan: Significantly expand support for our local community, region, state, and nation (Goal 2)**

Tribal Relations Update

Interim Vice President for Tribal Relations, Arts, and Cultures Kara Briggs gave a couple highlights from the recent Community Dinner held at the House of Welcome. One being that Mary Ellen Hillaire's niece spoke about her time on campus as a child, another being the opening and displaying of new exhibit places in the House of Welcome. Interim Vice President informed the Board of the results from recent visits made by herself; Lyn Dennis, Tribal Liaison; and President Jon Carmichael to Tribes and Tribal councils in the surrounding areas. She stated that the main takeaway from these meetings was a sincere ask from tribes that Evergreen have a more visible presence in their communities, encouraging recruiters to come to their college fairs, plan more visits, and increase communication to their members. Vice President Briggs shared that they are at the start of raising money to digitize Mary Ellen Hillaire's archive, with an aim to create a searchable archive online of all her recordings so that future generations of students and educators can access them.

**Update on Strategic Plan: Strengthen our financial position (Goal 3)**

Finance and Budget Committee Update

Trustee Goldberg reported that they have had no Finance & Budget Committee meetings since the last Board meeting and invited William Ward, Interim Chief Administrative Officer, to talk about the progress of the Seminar I (SEM I) building renovation.

Chief Ward provided a brief update regarding SEM I renovation/redesign stating they had just submitted the project and were waiting for approval from the legislature.

Chief Ward then Introduced the visiting consulting team – Project Manager, Sam Schaffer and Mathew Bison, Lead Designer. Mr. Schaffer covered the schedule and stated they had begun working with Evergreen in March and since then have went through program verification, schematic design and are now about ¾ of way through design development and plan to finish that before the holidays. In Spring they plan to develop construction documents, go through funding approval, and will be under construction starting fall 2024. The team went on to give the Board an in-depth explanation and process for how the redesign came to be. The team stated that the information gathered at stakeholder meetings informed their priorities for the redesign to meet their needs wherein they aimed to enhance the distinct culture at Evergreen, transform the SEM I into a welcoming and inviting facility, enhance and support the success of NPP, balance different stakeholder groups various needs, lead in sustainability in keeping with Evergreen's commitment to sustainable design, and to enhance the natural aspects of campus.

*Motion to approve the Seminar I building design*

**Motion** Trustee Fred Goldberg moved to approve the design of the Seminar I building  
**2022-32** renovation. The motion was seconded by Trustee Shane Everbeck and passed on a voice vote.

Legislative update

Nora Selander, Director for Government Relations, thanked the Board for the opportunity to present. She stated that as Election Day is tomorrow, she will be monitoring changes in membership of higher education and fiscal committees, as well as any changes in leadership in each caucus. In terms of budget she is keeping an eye on the revenue forecast and stated there is likely to be anxiety around new spending in the legislature, so it is the college's job to bring priorities and advocate for them as they have been and will continue to do so. Director Selander went on to say that in visits with lawmakers they plan to talk about the college's news regarding enrollment growth and tying their requests to being a campus that is ready to support students from the moment they start interacting with it all the way through to graduation. Compensation is a top priority, which involves asking governors and legislatures to honor collective bargaining agreements, and to factor in competitive cost of living adjustments into their budgets. Director Selander ended her report by explaining their next package would be centered around enrollment and student success. Other packages being brought to the forefront include the Prison Education Project and modernizing critical IT systems throughout the college.

Marketing and communications update

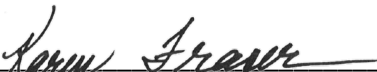
Farra Layne Hayes, Associate Vice President for Marketing and Communications reported that they have launched two campaigns as part of funding for professional studies; one is a broad awareness campaign for the college, and one is specifically for Professional and Continuing Education. Associate Vice President Hayes presented the Board with various slides showing her departments utilization of billboards, radio, connected tv, social media, and paid search. She highlighted their metric of success, showing that the benchmark industry standard for social media engagement is 5% and the college has reached double that at 10%, as well as exceeding the benchmark for YouTube engagement. Associate Vice President Hayes summarized her presentation as their work being wildly successful thus far.


Campaign update and new campaign goal

Vice President for Advancement and Executive Director of The Evergreen State College Foundation Abby Kelso reported briefly that the college was now at over \$44.2 million raised. Vice President Kelso also informed the Board that Advancement would be hiring eleven new staff members and have brought on five new employees so far. She stated this was an incredible period of growth this fiscal year both in terms of the money raised and office/work expansion. She concluded her update with news that Advancement had engaged with and received help of a campaign marketing firm who is aiding the department in developing a tagline and anthem and providing building blocks to do compelling storytelling.

**Adjourn meeting**

Chair Fraser adjourned the meeting at 4:39 p.m.

  
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Karen Fraser, Chair

  
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Ed Zuckerman, Secretary